



The seal of the Department of Defense is visible in the background, featuring an eagle with wings spread, perched on a shield with stars and stripes, surrounded by a circular border with the words "DEPARTMENT OF DEFENSE" and "UNITED STATES OF AMERICA".

# **Contractors on the Battlefield**

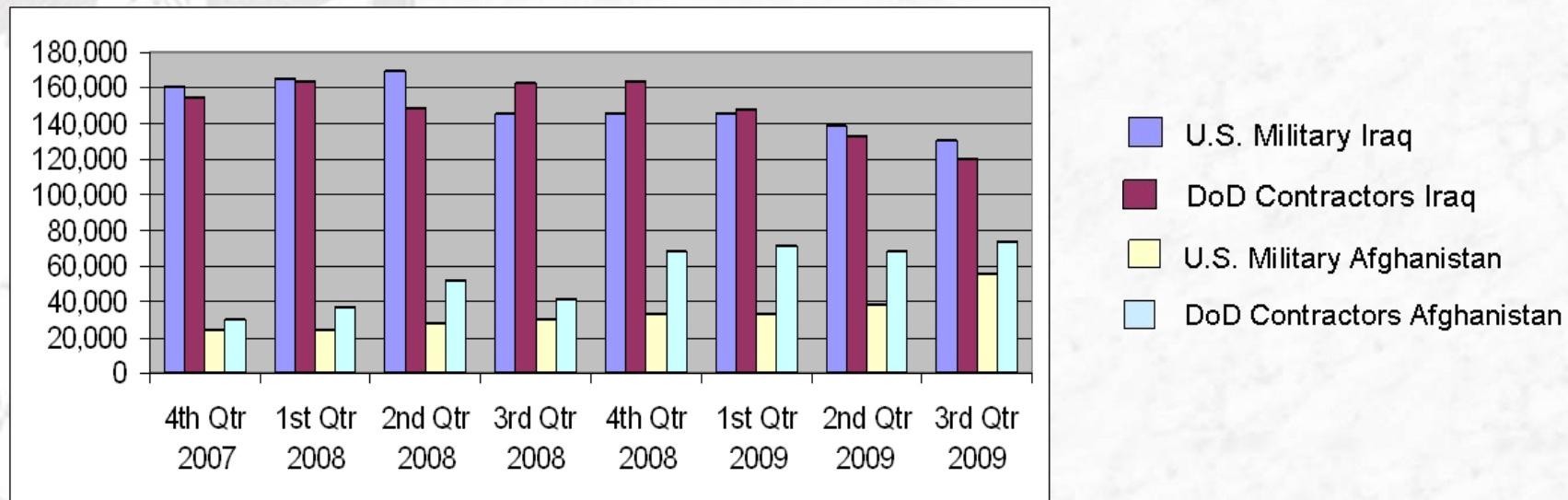
**Mr. Gary Motsek  
Assistant Deputy Secretary of Defense  
(Program Support)  
November 12, 2009**

# Current Contracted Support in CENTCOM AOR

DOD Contractor Personnel in the CENTCOM AOR  
(3rd Qtr FY 09)

	Total Contractors	U.S. Citizens	Third Country Nationals	Local/Host Country Nationals
Iraq Only	119,706	31,541	56,125	32,040
Afghanistan Only	73,968	10,036	11,806	52,126
Other USCENTCOM Locations	50,061	9,381	35,053	5,627
USCENTCOM AOR	243,735	50,958	102,984	89,793

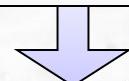
Iraq and Afghanistan US Military / Contractor Comparison



Contractors make up ~50% of the total effort in the CENTCOM AOR

# Requirement for Improvement

- Shortfall in requirements definition and deliberate planning for contracted support
  - Competition among services
  - Underestimation of the size of effort
  - Varying standards of support
  - Incomplete OPLANS
- Poor management and oversight of operational contract support
  - Inadequate number of deployable Gov't Service Contract Mgt Specialists
  - No single point of contact for contracting in the AOR
  - Limited governance documents
  - Gap in legal accountability over contractors
  - Inadequate oversight of contracts
- Limited ability to track and account for contractor personnel
  - Varying support standards
  - No “linkage” between contract vehicle and contractor personnel



**It's the Law!!**

# Requirements Driving Change

## ➤ Section 854 of the FY 2007 NDAA requires:

- a preplanned organizational approach to program management during combat operations, post-conflict operations, and contingency operations that is designed to ensure that the DoD is prepared to conduct such program management; and
- the identification of a deployable cadre of experts, with the appropriate tools and authority, led by a senior commissioned officer or member of the Senior Executive Service
- Appointment of DoD and Service responsible managers

## ➤ DoDD 3020.49, *Orchestrating, Synchronizing, and Integrating Program Management of Contingency Acquisition Planning and Its Operational Execution*

- establishes policy and assigns responsibilities for program management for the preparation and execution of acquisitions for contingency operations

The ADUSD (PS) is the Program Manager for Operational Contract Support

### **DUSD (J&PR)**

- Contingency Program Management
- Oversees Management
- Leads (icw CJCS) development of Joint Policies
  - Requirements Definition
  - Contingency Program Management
  - Contingency Contracting

### **CJCS**

- Advise and Assist
- CONOPS Integration
- Doctrine and Training

### **Service**

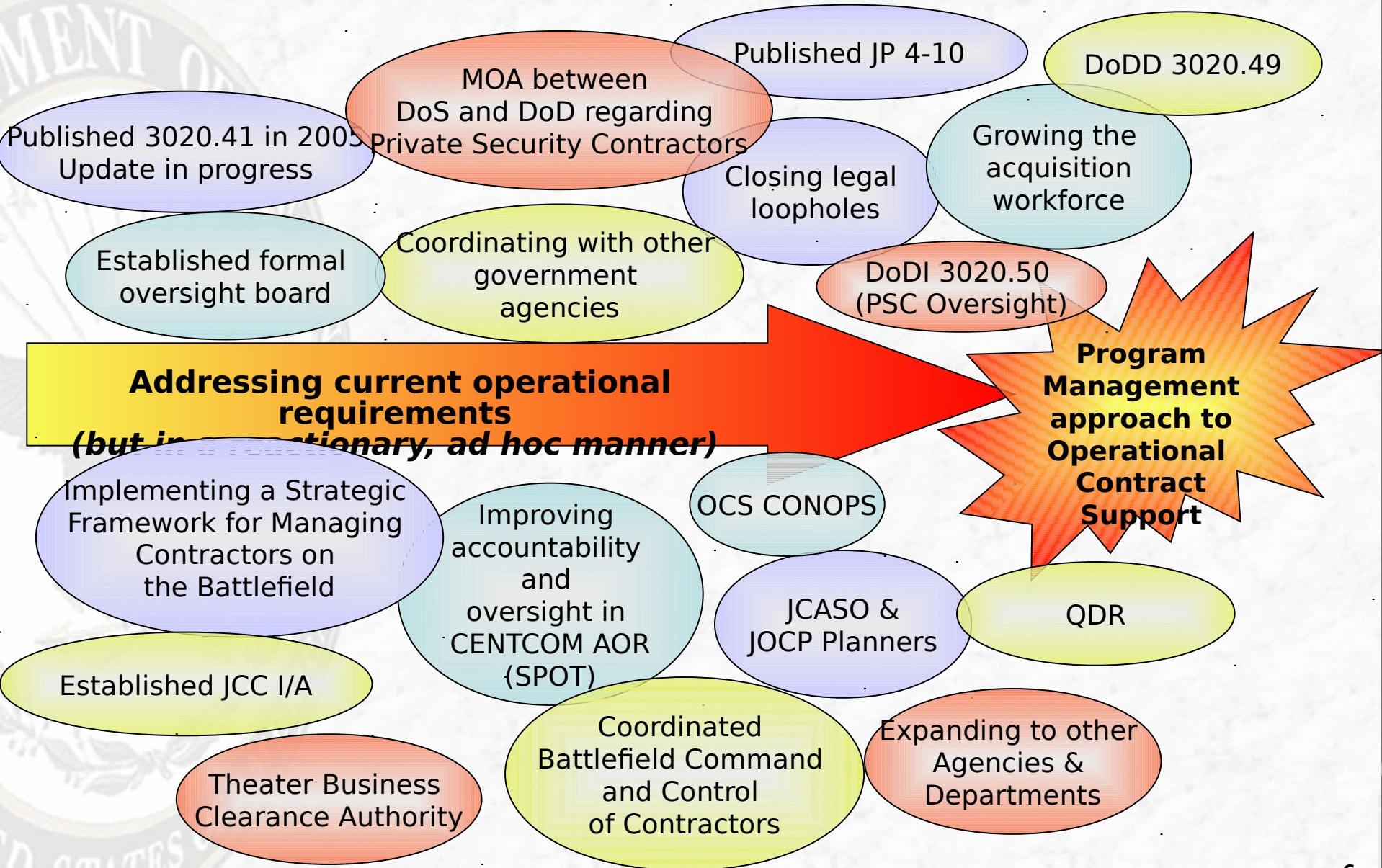
- Ensure personnel are identified and trained

# **Additional Incentives**

- AOR lessons learned
- 2007 Gansler Commission Report
- National Defense Authorization Acts from FY07, 08 & 09
- Emerging legislation driving increased OCS oversight
- Restrictions on Inherently Governmental Functions
- Commission on Wartime Contracting
- Audits and studies (GAO, SIGIR, SIGAR)

***An environment of auditing; in September there were  
255 active audits being conducted in Afghanistan***

# From “Impromptu” to “Institutionalization”

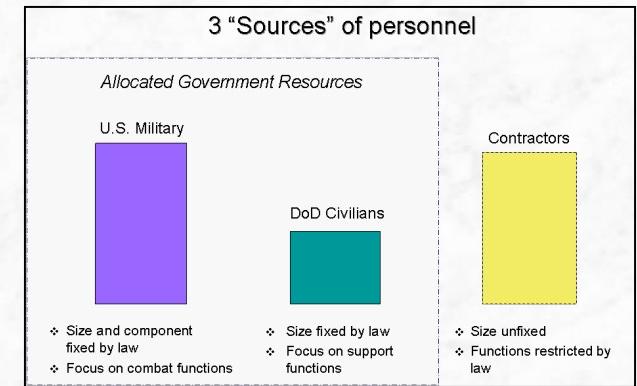


# Current Initiatives

- Transition from the current manual census to an automated census to improve contractor accountability and visibility
- Institutionalization of a future Joint Contracting Command so we have one person answerable to the Combatant Commander on issues relating to contingency contractor oversight and management
- Planners working in the Geographic Combatant Commands to achieve integrated planning
- Updates to governance documents to incorporate lessons learned
- Education and training of the non-acquisition workforce to improve management of contractors
- Chairman's Joint Task Force to review reliance on contracted support
- Interagency coordination to align effective theater oversight and management of contracted support
- Universal Code of Conduct for Private Security Contractors to

# Incorporating OCS into Strategic Documents

- Incorporating OCS into strategic documents (Guidance for Development of the Force (GDF), Global Force Management (GFM), Quadrilateral Defense Review (QDR), and other planning documents)
- Across the Department of Defense, deployable contracting and contractor management work forces are undersized, and guidance, tools and processes are immature
- Must determine the appropriate future resourcing of the requirements for personnel: military, DoD civilian, contractor
- New or Refined Policy/Doctrine
  - Whole of Government Approach
  - Civilian Expeditionary Workforce
- Cost Savings Initiatives
  - Life Cycle Management
  - Weapon System Support Technologies
  - Defense Transportation Coordinators Initiative
- Enhanced Warfighter Logistics Support
  - Deployable Depot Capability
  - Joint Contingency Acquisition Support Office (JCASO)



# Ongoing Challenges

- Compliance with FAR Clause 52.225-19 and DFARS Clause 252.225-704 requiring registration in SPOT- *we will begin reporting SPOT non-compliance in January*
- Inherently Governmental
- Legal accountability of contractors
- Resources (personnel and dollars)
- Tailoring solutions to a variety of contingency situations – no one size fits all solution; standardization is difficult



# **Questions / Comments**

**Documents available at:**

**[http://www.acq.osd.mil/log/PS/about\\_us.htm](http://www.acq.osd.mil/log/PS/about_us.htm)**